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Concord, New Hampshire
Annual Report 1977

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Annual Report 1977

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Date of Founding as Penacook 1725
Date of Township as Rumford 1734
Date of Incorporation as Concord 1765
Date as Capitol 1808
Date of First City Charter 1853
Date of Present Charter 1967

MANAGER'S MESSAGE

Each Annual Report witnesses new municipal accomplishments, as well as statements of stewardship in the maintenance of Concord's public services. This year's Annual Report is no different.

During 1977 a new system of computer vote tabulation was implemented throughout the City for the first time. It was, by and large, well received by the voting public and election officials, and performed admirably, proving the system's accuracy in a recount of the referendum vote on flouride water treatment. Despite a harsh winter with heavy snowfalls, City personnel routinely performed well the tasks of clearing and maintaining streets and public parking lots. Also completed during 1977 was a complete reclassification of City personnel to update their job descriptions and responsibilities. Final enactment was delayed until April 1978. In the pages that follow, each City department summarizes its own 1977 activities.

If I could identify *the* most important municipal story of 1977, it would have to be the Downtown Revitalization program mentioned in my 1976 message. Bicentennial Square has been largely refurbished and, despite some delay, has served as a focal point in efforts to revitalize the commercial activity along our nineteenth century-era Main Street. The Revitalization Committee's report to the City Council has been reprinted, and we have used revitalization as a theme for this Annual Report.

While not as dramatic a story as the City's Downtown Revitalization activities, the combined efforts of the Administration and City Council were successful in holding the rise in City property taxes to a modest 3.3% increase in 1977 over 1976. This was no small feat when the Consumer and Wholesale Price Indexes rose 6.5% and 7%, respectively, for the same period. Most discouraging to us all (both the City which buys goods and services and the citizen who pays for these purchases) is the continued growth of inflation. The U.S. Department of Commerce reports that the wholesale purchasing power of the 1977 dollar was 52% of the purchasing power of our 1967 dollar.

To paraphrase a popular advertisement: There are no easy answers, just intelligent choices. To assure that Concord's policy choices are indeed intelligent, in such areas as Downtown Revitalization and budgeting among others, broad citizen interests must prevail over the single-minded interests: widespread civic concern will always be the essential ingredient in effective local government.

John E. Henchey
August, 1978

DOWNTOWN REVITALIZATION & HISTORIC PRESERVATION:

The 1977 Annual Report

Cities throughout the country are now discovering historic preservation as a way of conserving the American heritage. Renovation and rehabilitation of period architecture preserves the distinctive character of a community and helps to provide that elusive "sense of place".

The new attitude toward building preservation makes economic sense in today's marketplace. The conservation of these irreplaceable resources is a labor intensive and energy-saving activity. Well-planned recycling of existing buildings often proves to be more economical than building anew. On a somewhat larger scale, public and private conservation efforts also provide a stabilizing influence within the neighborhood and serve as a tool for community improvement.

Along the way, a new coalition has formed. Today, planners and historians have joined forces with developers, bankers, lawyers and city officials in a more pragmatic approach. This new coalition, sharing a renewed interest in urban quality and community good, is well equipped to meet the basic needs of preservation and renewal: energy, skills and dollars.

It is not surprising, then, that the City's Downtown Revitalization Committee membership included

persons from all facets of community life, nor that one of the central themes emerging from their work was to revitalize Downtown by restoring the appearance of its gracious Victorian architecture. The core of the Committee's plan is to make the Downtown area "people-oriented," restricting auto interference of free pedestrian flow and reintroducing shrubbery and trees. This new spirit of revitalization is evident in the recently completed Bicentennial Mall off Warren Street.

In August, 1977 the *Concord Monitor* ran a series of articles depicting the evolution of Concord's Main Street. Their author, Bruce C. Fernald, a summer intern at the New Hampshire Historical Society and the State Historical Preservation Office, did an excellent job in "bridging time," and in showing us, as a community, the value of our irreplaceable building resources and the source of our cultural "roots."

This Annual Report reproduces some of Mr. Fernald's articles, together with other "old time" Main Street views (courtesy of the New Hampshire Historical Society), for our readers' enjoyment and to aid in their appreciation of Concord's efforts to revitalize the downtown area.

(Adapted in part from "Portland Maine: A program for Historic Preservation 1977")



East side of North Main Street, looking south. Note the wonders of modern technology in the lower left hand corner: iron hitching posts, a bicycle, and a fire hydrant (circa 1900).



Looking south from intersection of Center and North Main Streets, west side. Prescription Center occupies corner site today. Note Board of Trade building in background (circa 1900).

CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen member City Council, which is elected in odd numbered years. The City Council consists of seven Councilmen-At-Large for four year terms, and eight Ward Councilmen elected every two years. Regular monthly meetings are held on the second Monday. The Chairman of the Council, elected by its members, is Mayor of the City. Generally speaking, the Council's chief powers include: the power to approve and adopt the City budget; the power to enact ordinances; the power to fix penalties and fines, and the power to make certain appointments.

The regular monthly meetings are held on the second Monday of each month and special meetings are called by the City Manager or by at least eight members of the City Council. All meetings are public and the agendas are prepared for the Council members with material to be considered, and agendas are posted in two public places so that the public is notified of what is to be considered.

At every regular meeting there are hearings on various ordinances, resolutions and miscellaneous requests. In addition to the regular meetings, the Council held nine special meetings, two recessed meetings, four hearings other than held at regular meetings and seven on-site hearings concerning streets.

1977 IN REVIEW

Presiding as Mayor was Martin L. Gross (Ward 5) with William H. Perry (Ward 8) as Mayor pro tem. . . . A public hearing on the budget was held which passed in the grand total of \$6,815,064.00. As of January 31, a 3% pay raise was given plus \$347.00. . . . During the year the Council took a great deal of action on amending the Traffic Code relating to parking, stop signs, yield signs, etc. . . . An ordinance was passed to do away with the annual licensing of bicycles. Fire lanes were estab-

lished in apartment complexes.

. . . A request to suspend for ninety days the enforcement of parking meter regulations on Saturdays was granted for a limited time in order that there be more turnover in traffic. This was extended until January 14, 1978.

. . . The office hours at City Hall changed to 8 a.m. to 4:30 p.m., Monday through Friday.

. . . A committee was established for Downtown Revitalization which was active throughout the year.

. . . The final report of the Council Committee on election procedures was adopted and automatic voting equipment was purchased. This equipment was put to the test in November at the Municipal Election.

Zoning Ordinances:

. . . The new zoning ordinance, adopted February first, took up the most hours held for hearings. As a result of its efforts, the Council received an Award of Excellence in Planning from the N.H. Planning Association for its involvement of citizen participation in the process.

. . . Signs permitted in residential districts.

. . . East Side Drive changed into general business district.

Significant Resolutions Passed on the Following:

. . . Appropriated:

\$1,000,000 for wastewater treatment facilities and land acquisition

\$45,000 for highway construction;

\$30,000 storm sewer construction;

\$35,000 for purchase of voting equipment;

\$150,000 for water system construction;

. . . Sanitary sewer extensions — Old Turnpike Road and Manchester Street.

. . . Restricted the use of parking meters from 9 a.m. to noon on weekdays from November 25th to December 24th.



Picture of State Block on west side of North Main Street. Note five story, Board of Trade clock tower which was removed in 1950s in an attempt to "remodel" the building. Today's Downtown Revitalization hopes to recognize, save, and economically recycle such structures.

CITY CLERK

The City Clerk attends all City Council meetings, writes the minutes and correspondence, prepares agendas, notices of hearings, and records ordinances and resolutions passed; prepares notice of service on abutters for on-site hearings.

The conduct of elections also comes under the City Clerk, who prepares the ballots, political calendars, warrants, advertising; delivers and receives the ballots after the election for safe storage. The Clerk processes voter registration and cancellations until thirty days before an election.

The receipts for filings and licenses totaled \$17,025.05 for the year.

Table 1
VITAL STATISTICS

	Births		Marriages		Deaths	
	1976	1977	1976	1977	1976	1977
January	72	87	18	28	64	64
February	71	90	21	24	44	47
March	90	102	19	25	62	48
April	80	84	24	20	50	53
May	79	114	37	38	56	40
June	97	93	44	35	45	38
July	95	95	42	39	41	64
August	79	106	36	40	33	58
September	92	122	23	43	58	43
October	77	89	38	38	36	40
November	88	123	24	32	52	44
December	<u>96</u>	<u>86</u>	<u>24</u>	<u>29</u>	<u>42</u>	<u>44</u>
	1016	1191	350	391	583	583

SPECIAL ELECTIONS

May 10, 1977. A special election was held to elect a Representative from Ward seven in the General Court of the State to fill an existing vacancy. The two political committees held caucuses and Edwin W. Christensen received the Republican vote and Nancy Pardy, the Democrat, received the highest number of votes. The total vote cast at this election was 869.

September 13, 1977. A special election was held to elect a Representative from Ward eight in the General Court of the State to fill an existing vacancy. The two political committees held caucuses and Eleanor Mitchell received the Republican vote and Katherine Rogers received the Democrat vote. On the day of election Eleanor Mitchell was elected, having

received the highest number of votes. The total vote cast was 283.

MUNICIPAL ELECTION

November 8, 1977. Eight filings were received for the four positions of Councilman-at-Large. One Ward Councilman was elected for each of the eight wards. The only ward in which there was not a contest for Ward Councilman was Ward one.

Two questions appeared on the ballot. (1) Shall permission be granted to introduce fluorides in the public water system? (2) A question relative to adopting the provisions of RSA 72:43b and 43c for expanded exemptions on real estate for the elderly.

Also at this election three members to the Board of Education were elected; the report is made to the Concord School District.

The results of the election were as follows:

Councilmen-at-Large for a four year term were: C. David Coeyman, Kenneth L. McDonnell, Barbara Underwood and John F. Upton.

Ward Councilmen for a two year term.

Ward 1 — Steven Stefanides

Ward 2 — Grace M. Walker

Ward 3 — Robert E. K. Morrill

Ward 4 — Peter J. Cotch

Ward 5 — Martin L. Gross

Ward 6 — Barbara E. Henderson

Ward 7 — Lawrence J. Sullivan, Jr.

Ward 8 — Gerald R. Smith

The two questions passed relating to introducing fluorides in the public water supply and the tax exemption for the elderly.

The total number of votes cast at this election was 5427.

The Computer Election System punch card voting devices were used in all Wards for the first time.

REFERENDUM RECOUNT

December 2, 1977. The City Council held a special meeting in compliance with RSA Chapter 59:104 on a request concerning the introduction of fluorides into the public water system. Ward officials were present to run the ballots through the computer. The results of each ward were the same as reported November 14, 1977. The Council voted to adopt the results as the official result of the recount.

ASSESSING DEPARTMENT

The Assessing Department is responsible for assessing resident and property taxes by April 1st of each year. All taxable property is appraised at its full value.

Work on the property revaluation project by the Cole-Layer-Trumble Company continued throughout the year. The project was scheduled to be completed for the 1978 tax roll.

The last revaluation was completed in 1967. Dur-

ing the year, 897 mobile homes were reviewed and repriced to incorporate the State's Department of Revenue Administration schedule, thus bringing assessing values closer to Concord's 1976-1977 equalization ratio of 58%.

Approximately 9,300 inventories of taxable property were mailed to city property owners during April. Of these, 8,800 inventories were returned and processed.

Table 2
ASSESSED VALUE

	1977	1976
Taxable Property Valuation	206,806,630	205,382,510
Total Property Valuation:		
Blind Exemptions	121,330	105,150
Elderly Exemptions	1,603,750	1,598,860
Special School Exemptions	<u>150,000</u>	<u>150,000</u>
Net Value:	204,931,550	203,528,500
Ratio:	58%	58%
Equalized Value:	353,330,250	350,911,210
War Service Tax Credit		
1977 — 2510 Exemptions	145,000	
1976 — 2381 Exemptions		137,250
Warrants Issued —		
April 1 to March 31	1977	1976
Real & Personal Property Tax	12,161,448.20	11,705,106.14
Resident Tax	178,720.00	165,910.00
Bank Stock	6,275.05	6,741.65
Timber Yield	10,184.25	6,649.80
Special 1976 Penacook-Boscawen		
Water Precinct Tax	1977	1976
	5,851.99	2,912.69

Table 3
TEN LARGEST TAXPAYERS

Name	Nature of Business	1977 Taxable Valuation	1976 Taxable Valuation	% of Total Taxable Property Valuation	
				1977	1976
1. Concord Electric Co.	Utility	\$6,180,810	\$6,070,210	2.99	2.96
2. N.H. Vt. Hospitalization & N.H. Vt. Physician Service	Insurance	\$5,526,820	\$5,761,900	2.67	2.81
3. St. Paul's School	Private School	\$4,280,580	\$5,669,230	2.07	2.76
4. United Life & Accident Ins. Co.	Insurance	(land — 211,340)			
Belcon Development Corp.	(bldgs — 2,439,980)				
		\$2,651,320	\$1,839,750	1.28	.90
5. Concord Natural Gas Corp.	Utility	\$2,039,800	\$1,988,620	.99	.97
6. Hodges Development Corp.	Apartments	\$2,025,900	\$1,961,890	.98	.96
7. Net Realty Holding Trust	Shopping	\$1,852,030	\$1,852,030	.90	.90
8. Pasquale F. & Gloria A. Alosa	Apt. & Office	\$1,793,510	\$1,176,750	.87	.34
9. New Hampshire Savings Bank	Banking	\$1,686,930	\$1,668,960	.82	.81
10. Concord National Bank & Concord Savings Bank	Banking	\$1,473,240	\$1,426,040	.71	.69

COLLECTION DEPARTMENT

The Collection Department is responsible for the collection of various taxes, motor vehicle permit fees, certificate of title applications fee, water bills, special assessment bills and miscellaneous charges and fees. The department is also one of three local issuing agents for the Federal Food Stamp Program.

Collections on Special Assessment accounts amounted to \$13,505.89.

The amount received from Building, Plumbing and Electrical permits was \$37,212.42.

The amount collected for current year real estate, jeopardy assessments, resident taxes and Penacook-Boscawen Water Precinct Tax was \$10,911,388.86.

Collections from water bills and penalties amounted to \$1,230,003.52.

Collections from prior year taxes and other miscellaneous revenue amounted to \$1,837,283.05.

At Tax Sale: June 1, 1977 — 228 accounts were bought by the City for \$267,367.70. For the first time since 1973, there were no properties deeded to the City for unpaid taxes as all of the 1974 real estate accounts were redeemed.

The 1977 session of the New Hampshire legislature delayed the passage of the State Budget until October which resulted in considerable delay for every town and city throughout the State in having the Department of Revenue Administration approve their respective tax rates.

The City of Concord was the first community in the State to have its tax rate approved. The rate was approved on November 3 with the property tax warrant amounting to \$12,151,038.82 being received the same day. All of the bills were processed and mailed on the same day which resulted in interest being added after December 4.

Through the continued cooperation of one of the local insurance companies, we were able to use their computer equipment for processing and billing property and resident taxes. For the first time, a self contained mailer type bill was used and this resulted in more efficiency in processing the 25,000 resident and property tax bills.

The Resident Tax warrant amounting to \$163,500.00 was received on May 26 with all bills processed and mailed on the same day.

Table 4
FIVE YEAR SUMMARY OF THE MOTOR
VEHICLE PERMITS AND CERTIFICATES
OF TITLE APPLICATION

Year	#MVP	#CTA	NET
1973	23,878	8,340	\$406,910.74
1974	23,917	6,512	405,472.26
1975	23,008	6,300	389,571.78
1976	30,106	7,297	532,094.84
1977	25,248	7,517	517,541.00

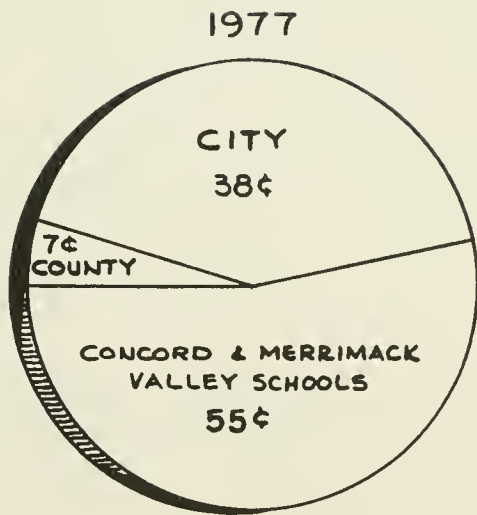
Table 5
FIVE YEAR SUMMARY OF PROPERTY TAX RATES
(Per \$1,000 Valuation)

Government	1977	1976	1975	1974	1973
City	22.61	21.88	18.69	15.40	15.65
County	4.01	3.58	2.28	1.85	1.90
Concord School	33.29	32.67	30.46	32.50	29.70
Merrimack Valley School	33.93	32.30	28.37	28.22	29.27

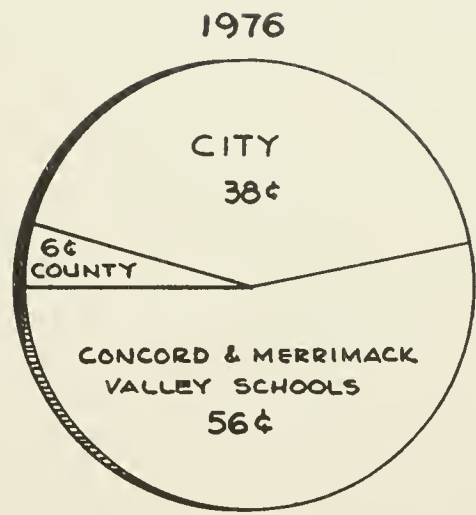
Table 6
PROPERTY TAXES RAISED

Function	1977	1976
For City Purposes	\$ 4,483,110	\$ 4,453,204
For County Purposes	821,905	728,772
For School Purposes	6,400,722	6,649,213
	\$11,705,737	\$11,831,189

Table 7
YOUR PROPERTY TAX DOLLAR

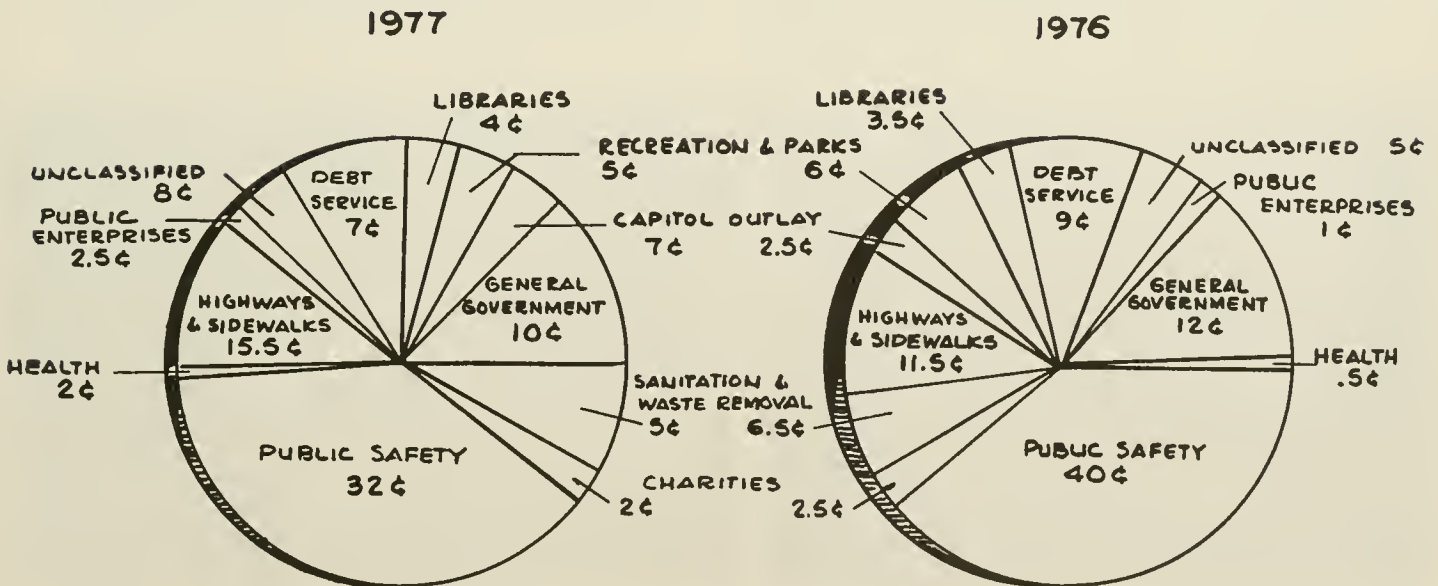


1977 LEVY = \$ 12,291,124



1976 LEVY = \$ 11,831,189

Table 8
SPENDING THE CITY REVENUE DOLLAR



RECAP ON REVITALIZATION: 1977

In March 1977 a Downtown Revitalization Committee was proposed by Mayor Martin L. Gross, and enacted by the City Council, to review the present condition of downtown Concord and to propose plans for enhancing the economic vitality of the area.

The Committee membership was composed of eleven persons staffed by City of Concord and Concord Chamber of Commerce personnel. The membership included: Councilmen Robert N. Ehrenberg (Chairman), Barbara Henderson and G. Wells Anderson; bankers Robert Dustin and Alvah D. Chisholm; merchants Earle M. Reingold, Michael St. Germain, Tony Gilmore, and George Matarazzo; architect Richard Dudley; Concord Regional Development Corporation Chairman Timothy Woodman; attorney Mary Susan Leahy.

As the Committee organized and viewed downtown, it was agreed to study five key areas: (1) circulation of persons and traffic; (2) historical and architectural significance of Main Street buildings and their potential reuse; (3) interest of downtown landlords and merchants in a revitalization effort; (4) opinions of residents on downtown Concord; (5) availability of public and private resources to finance any downtown redevelopment work.

Throughout the Committee's existence, information and opinions were sought from outside sources. Downtown landlords and merchants were surveyed with an extensive questionnaire concerning existing conditions downtown and possibilities for change. The general public was informed of the Committee's activities and encouraged to suggest revitalization ideas through the "Orilla Sterling" column that appeared weekly in the *Concord Monitor*.

In August, representatives from various local organizations were invited to a "Downtown Awareness Workshop" to afford the citizen consumers with an opportunity to view the assets, liabilities and

future of the downtown area. Throughout the subcommittees' work and the public's contributions, certain ideas were repeatedly promoted and certain problems were identified more than once.

The Committee concluded its work with a report to the City Council on November 15, 1977. In that report, the Committee stated its firm belief that the downtown area was still a center of economic activity, and was capable of being revitalized. Further, it stated that traffic circulation, landscaping, architectural and environmental quality must all be improved if the downtown is to attract new commercial investment. It repeated an often-stated consumer opinion during the study that downtown merchandising must also improve.

Based on its work, the Committee suggested that a second stage of activity be undertaken, consisting of three components, to further the aims of downtown revitalization. That activity would consist of three components, and embrace a number of recommendations. The first component would be a Master Plan for downtown addressing: (a) policy choices; (b) improved circulation patterns; (c) downtown landscaping; (d) potential reuse of existing buildings. The second component would initiate immediate action. Recommendations here included: (a) creation of a local development corporation (in existence by May 1978); (b) rapid completion of Storrs Street extension; (c) refurbishing the downtown buildings' exterior; (d) designing a Main Street arcade; (e) improving existing parking (f) encouraging tax increment financing; (g) developing downtown cultural and entertainment activities; (h) encouraging improved merchandising. The final component was the sponsorship of downtown demonstrations and tests to promote revitalization, including: (a) mini-park-on-wheels; (b) downtown festival; (c) trial mini-bus.



Looking north on North Main Street, in the vicinity of Depot and North Main Streets. Note dirt street and wood frame structures (circa 1860).



Looking North on North Main Street, from a similar vantage point. Note the addition of electrical poles, brick structures, completing the illusion of a "Main Street Valley".

ECONOMIC DEVELOPMENT

The Economic Development Department is responsible for the solicitation and attraction of businesses to Concord. The Development Director functions as a technical consultant to persons and concerns interested in relocating commercial operations in the City by identifying areas, properties and locations that comply with their company requirements. The Director also serves as liaison between businessmen and lenders and between businessmen and other governmental agencies. To tell the Concord story to prospective investors, new promotional brochures entitled "Profile — Concord, N.H." were printed and circulated. The aims and efforts of the Department are assisted with the participation of a nine member Economic Development Advisory Council.

During 1977 economic conditions in Concord generally improved. The City population grew by 699 persons to reach a total of 34,966 in July. This population growth was accomplished by an increase of 750 in the labor force. By November 710 of these workers were employed, bringing the total number of Concord residents employed to 16,950. The unemployment rate, which averaged 3.2% for the year, was just slightly lower than last year's. Construction of both single family houses and new commercial and industrial buildings was up. Consequently, taxable valuation increased by \$1,403,050.00. These local conditions reflect the gradual improvement in economic conditions nationwide.

One important local factor which contributed to the City's economic growth during the year was the enactment of the new zoning ordinance in February. This gave investors the confidence to proceed with projects that had been deferred while the ordinance was being rewritten. One indication of this is the 27% increase in tax ratable construction starts during the first 10 months of 1977 as compared to the same period in 1976.

The downtown revitalization effort became more formalized this year with the appointment of the Mayor's Committee and formation of special task forces. The Economic Development Department worked with the financing task force on funding methods for projects. One major proposal that grew from these discussions was the formation of a non-profit local development corporation to work under contract with the City on downtown projects. By the year's end, corporate papers were being drawn up for

the Downtown Concord Revitalization Corporation (DCRC).

As in past years, the Department worked closely with CRDC on development of their industrial parks. In April the Planning Board approved subdivision of four lots in the new one-hundred acre Airport Industrial Park, located adjacent to the Concord Airport on Pembroke Road. The first lot sale in this new park was to Environmental Engineers, Incorporated, which will locate its offices here.

Two other industrial park lots were sold during the year. Lot 6, Terrill Industrial Park, was purchased by S-W Industries, a manufacturing firm which is constructing a 32,000 square foot plant on the site that will employ approximately 50 people. Hillman Auto Electric purchased Lot F, Sheep Davis Industrial Park, and plans to erect an auto parts distribution warehouse there.

The Department and CRDC also took steps to improve the utilities in the industrial parks, thereby making them more attractive to prospective investors. The City and the corporation joined with two industries in Terrill Park to finance construction of a sewer in Old Turnpike Road. In addition, plans were made for water and street construction to connect Old Turnpike Road to Industrial Park Drive and Route 106. The first phase of this project on the Route 106 end is scheduled for construction in the Spring of 1978.

In an effort to service our existing industries, the Department conducted a wage and fringe benefits survey of Concord manufacturers. This proved helpful to them, and a similar study of service industries is planned to be made during 1978.

During the year the Department was actively involved in the planning of the Concord High School vocational education facility. The Director served as Chairman of the Vocational Advisory Committee of Vocational Region II and worked with commercial and industrial representatives to refine the five existing course offerings and assist in development of new programs. All Craft Committees were exceptionally busy throughout the year designing space requirements and curriculum content for the new vocational wing. Over 100 people representing business and industry were involved in this Committee work. The project has produced a new, closer relationship between the education system and the employers of the community.

Table 9
LARGEST CONCORD EMPLOYERS

Name	# Employees	
	1977	1976
State of New Hampshire (Government)	8,859	5,000 (Approx.)
Rumford Press (Printing)	830	750
Concord Hospital	823	750
N.H.-Vt. Blue Cross/Blue Shield (Insurance)	800	820
Sprague Electric (Semi-conductors, transistors, tantalum capacitors)	725	630
Beede Electrical Instrument Company (Electrical measuring instruments)	515	630
City of Concord (Government) (Permanent only)	457	451
Northeast Electronics (Telecommunications test equipment)	370	360
United Life & Accident Insurance Co.	360	380
Allied Leather Co. (Leather Tanning)	330	330
Hoyt Electrical Instrument Works (Electrical indicating instruments)	220	225
Weeks-Concord, Inc. (Dairy Products)	180	180
Page Belting Co. (Industrial leather & nylon products)	175	175

FINANCE

The Finance Department is composed of two divisions under the general supervision of the finance director, consisting of the divisions of fiscal control and treasury.

The division of fiscal control maintains encumbrance accounting of the City budget, pre-audits and post-audits City disbursements and prepares and

maintains City financial accounts and records.

The division of treasury maintains custody of all City funds, investments and securities, cooperates with trustees of trust funds to maintain those assets, negotiates City loans, and signs all checks, notes and bonds of the City.

Table 10
FIVE YEAR SUMMARY OF EXPENDITURES BY FUNCTIONAL CATEGORY

	1977	1976	1975	1974	1973
Operating Budget					
General Government	\$ 815,024	\$ 712,680	\$ 659,672	\$ 599,154	\$ 521,206
Public Safety	2,508,177	2,318,775	2,104,667	1,876,658	1,704,740
Health & Inspection	40,954	33,631	32,649	23,975	16,994
Sanitation & Waste Removal	452,413	393,891	429,893	340,058	327,050
Public Service Enterprises	69,324	71,557	57,282	81,103	71,977
Highways & Sidewalks	921,560	834,119	714,537	667,992	534,654
Libraries	267,123	226,329	223,755	255,949	208,829
Charities	157,297	160,562	142,505	129,017	134,116
Recreation & Parks	405,632	385,457	354,099	324,511	286,330
Unclassified	382,327	384,580	249,161	246,620	293,794
Debt Service	605,809	548,420	493,929	287,963	252,975
Capital Outlay	99,933	107,603	71,425	40,541	134,873
TOTAL	6,725,573	6,177,604	5,533,574	4,843,541,	4,487,538

Table 11
FIVE YEAR SUMMARY OF GENERAL FUND REVENUES

	1977	1976	1975	1974	1973
Property & Resident Taxes	\$4,532,564	\$4,345,240	\$3,583,193	\$3,031,938	\$2,919,249
Other Local Taxes	597,727	615,173	433,328	483,342	471,738
State Tax Contributions	1,236,955	1,098,739	1,042,698	959,361	872,367
Licenses & Permits	48,246	46,687	33,756	36,576	42,785
Registration Fees & Permits	15,839	12,812	14,830	14,374	12,154
Departmental Service Charges	317,081	274,479	270,563	256,544	186,551
Unclassified	37,013	50,299	281,413	196,665	44,000
Fund Balance	170,000	30,000	105,000	135,000	145,000
TOTAL	6,955,425	6,473,429	5,764,781	5,068,800	4,693,844

Table 12
TRUST FUNDS BALANCE SHEET
December 31, 1977

Assets			
Cash — Concord National Bank			\$ 6,908.02
Investments			
Savings Accounts	\$ 225,429.39		
Bonds and Notes	533,240.19		
Common Stock	351,364.00		
Preferred Stock	10,375.00		
Investment Trusts	177,929.80	1,298,338.38	
Total Assets			\$1,305,246.40
Liabilities			
Principal			
City Cemeteries	1,001,036.36		
City Library	190,832.59		
Other City and Schools	13,877.42		
Non-City	21,776.45	1,227,522.82	
Accumulated Income			
City Cemeteries	53,120.53		
City Library	18,996.55		
Other City and Schools	4,938.68		
Non-City	667.82	77,723.58	
Total Liabilities			\$1,305,246.40



"Clang, clang, clang goes the trolley!" Concord to Manchester trolley heads North on Main Street at Pleasant Street intersection. Concord is dressed in bunting for some unnamed festival (circa 1900).

Table 13
STATEMENT OF DEBT LIMITATION AND BORROWING CAPACITY
December 31, 1977

	1977	1976
N.H. RSA Chapter 33:4-a Debt Limits		
1. Cities = 1.75% x Equalized Assessed Valuation (1976) (\$387,309,213)	6,777,911	6,449,546
2. Schools = 7% x Equalized Assessed Valuation (1976) (\$362,173,480)	25,352,143	24,121,300
Balance of Bonded Indebtedness, by class, December 1976		
1. City — Public Improvements	1,919,000	2,779,000
Improvements & Equipment	775,000	330,000
Improvements & Urban Renewal	30,000	60,000
Improvements — Parking Areas	10,000	—
Improvements — Special Assessments	9,200	—
	<u>2,743,200</u>	<u>3,079,000</u>
2. School — Broken Ground School Construction	1,420,000	1,580,000
Senior High — Renovation & Addition	315,000	360,000
Conant, Garrison & Rundlett Additions	250,000	310,000
	<u>1,985,000</u>	<u>2,250,000</u>
Ratio of Bonded Indebtedness to Equalized Assessed Valuation		
	1977	1976
1. City \$ <u>2,743,000</u>		
387,309,213 = .71%	.71%	.84%
2. School \$ <u>1,985,000</u>		
362,173,480 = .55%	.55%	.65%
Ratio of Bonded Indebtedness to Debt Limits		
1. City \$ <u>2,743,200</u>		
6,777,911 = 41%	41%	48%
2. School \$ <u>1,985,000</u>		
25,352,143 = 8%	8%	9%



Concord Main Street "streetscape", taken from State House cupola (circa 1860). Note old railroad station just to the right of twin smoke stacks in top center of photograph. Pictures taken at time of Spring "freshet".

THE EVOLUTION OF MAIN STREET

Main Street has carried an image as Concord's spinal column since the days when it was referred to simply as "the Street" by local residents and as "Concord Street" by outsiders. Although it was laid out in 1785, Main Street did not acquire its red brick character until the second half of the 19th century.

The site of the Old North Church, where the Walker School stands today, was the geographical center of town in 1800, and this area seemed destined to develop as the commercial center as well. The scattering of small frame structures clustered near the brick Merrimack County Bank building were built for commercial activity and several popular taverns were nearby in this area known as the North End.

By 1850, however, the initial pattern of development had been altered by several factors which drew the commercial concentration down to the South End, the area between today's Bridge and Pleasant streets.

The shift was probably initiated by the construction of the State House between 1816-1819. After heated debate among legislators and political manipulation by Governor William Plumer, the present site was chosen over one next to the old Meeting House in the North End.

Not only was the location of the building important, but Stuart J. Park's imposing design lent a new tone of dignity and permanence to Main Street, setting a standard for future construction. Concord saw in the granite building proof of its political importance to the surrounding region and to the state, and this realization was reflected in the ensuing development along Main Street.

Additional factors which initiated the growth of the central commercial area include the substantial increase in stage travel after the War of 1812 and the opening of the Middlesex Canal tying Concord to Boston in 1815.

Concord's position as a link between northern New Hampshire, Vermont and Boston attracted varied enterprises. Merchants, tailors, blacksmiths, jewelers, cabinetmakers and milliners, as well as hotel-keepers, opened establishments.

The need for housing by legislators while in Concord and the heavy demand by travelers led to the construction of the Eagle Coffee House, the Phenix Hotel, the Columbian Hotel and, later, the American

House, all of which were situated at the South End section of "the Street."

In 1826, the first of the large, multi-use blocks was built. Isaac Hill's Brick Block, situated on the lot which is now at the corner of Capitol and North Main streets, housed the offices of Hill's newspaper "The Patriot," the Franklin Bookstore and a store dealing in "dry goods, cloths and groceries."

Upstairs was Franklin Hall, a large meeting room used for exhibitions, legislative caucuses and public meetings. The building was designed by John Leach, who was also responsible for the brick Merrimack County Bank building in the North End.

Grace Page Amsden, in her manuscript "A Capital for New Hampshire," cites 1834 as the year in which Concord's transition "from a rural village into a lively town with well-organized industry, varied enterprises in business, formal streets with comfortable homes, adequate schools and the public buildings suitable to the capital of New Hampshire" appears to be complete.

The 1834 city directory lists several blocks along Main Street; but it took the combination of a steadily-growing population, the gradual increase in downtown property values, the establishment of rail service in Concord in 1842 and several major fires to establish the multi-story brick block as the base unit of commercial architecture.

In the era before the Civil War, stores were usually one or two story frame structures with a screen extending above the gable end, which faced the street. The screen terminated in a simple horizontal cornice, adding an impression of height which merchants evidently found attractive. Each narrow storefront had mullioned display windows flanking a recessed central doorway. This feature was later carried into the design of larger brick buildings.

Porches were commonly built over the brick or dirt sidewalks, and signs were usually painted directly onto the buildings. Occasionally merchants displayed ingenuity in creating an ornament to represent their trade: The James H. Chase Stove Company was identified by a large tin teapot above its porch, and next door was an oversized mortar and pestle atop a square column in front of C.H. Martin's Drugstore.

However the overall effect of these buildings was primitive and frontier-like.



The Morrill Brothers building is an example of architectural transition on Main Street. Originally the home of one of Concord's prosperous silversmiths, it was later occupied by Rosen's.



Picture above shows the Morrill Building during the 1930s. Note design on window lintels and entablature at the roof line.

Concord's continued growth and prosperity in the years following 1850 were reflected in the rapidly changing character of "the Street."

One by one the large brick blocks appeared with fancy arched display windows shaded by striped awnings. The frontier feeling was being replaced by a sequence of solid, quietly elegant Victorian facades.

A major factor which stimulated the growth of the new building form was a revolution in building technology. The industrial revolution had facilitated the centralized production of everything from major structural elements and plumbing systems to decorative finish details.

The amazingly comprehensive extent of this mass production was further multiplied by new nationwide systems of transportation and communication. Concord's position as an important link in the northern New England rail network meant that new developments in larger metropolitan areas such as Boston and New York would be seen and talked about by local builders and businessmen, and more importantly, that any manufactured material could easily be shipped into the city.

As Diana Waite comments in her book "Architectural Elements: The Technological Revolution," building in the 1870s became a matter of assembly, and the trade catalogues often included large-scale illustrations or written instructions for fitting the parts together.

The popular trade catalogues were to 19th century commercial architecture what the builders' guides had been to domestic architecture a century earlier. An important difference, however, is that while the builders' guides furnished craftsmen with the draw-

ings necessary to reproduce an elegant doorway, the trade catalogues offered equally ornate doorways, window caps, cornices, etc., which were available for purchase by mail.

The large brick blocks along Concord's Main Street contain fascinating combinations of manufactured elements which were ingeniously integrated with the work of local builders.

The design of pre-cast window caps randomly chosen for their pleasing appearance was echoed in intricate brickwork at the cornice level; a mail order "Italian-type window" was finished with a pediment of local Concord Granite. Block after block bears witness to the skill of Concord builders in utilizing the technology of the day to produce structures which were functional and imaginative.

The State Block, built in 1861 by James R. Hill, a successful harnessmaker, is an excellent surviving example of its era in building. In this generous structure are easily identified elements which are both prefabricated and the work of local craftsmen.

Taken as a whole, the State Block looks somewhat like a Victorian house which has been enlarged horizontally and vertically. The 19th century builder and family entrepreneur was oriented toward his home, and his commercial buildings often reflected this ideal. Yet he had also developed a sense of public decorum; he made a distinction between what was suitable architecturally for Main Street and what was appropriate for a residential area.

The windows of the second and third floors of the State Block could easily have been accommodated in a residence of the period, and the mansard roof was punctuated by dormer windows. However, a new

commercial sense may be noted in the design of the ground floor arcade.

The familiar rhythm of window-door-window was dressed in Victorian finery and multiplied into a long, elegant, pedestrian-oriented facade composed of pre-cast iron units. One size archway was designed to hold a display window (in which the larger panes and colored glass reflected improvements in glass-making technology) while a smaller arch was used for door openings.

In the center of the building's facade were two panels in which carved letters proudly proclaimed "State Block." Naming the block was a matter of universal custom. It gave merchants who rented space a name with which to identify their stores and offices. Signs were generally lettered in gold on a dark background and framed by fancy moldings, then affixed to the brick above the arcade.

19th century builders were generally concerned with decoration on one side of their buildings, and their designs were only conceived as facades. Cornices barely turned corners, and visible flanks were stripped bare of ornament. Evidence of this is apparent along Main Street where large mid-block

structures have been removed to expose flat, smooth side walls on either side.

Because the State Block is situated at the corner of Main and School streets, a "fancy" facade treatment was required on two sides of the building. However, the arches along School Street are much simpler than those on Main Street. The priorities were made clear: Main Street receives fancy ironwork, simple brickwork suffices for School Street.

What is true of the State Block is equally so of a dozen or more large brick blocks which have survived on Concord's "Street." Together with Pilgrim's Hall, the Statesman's Building, the Morrill Brothers Building, the Acquilla Block and others, they represent a fascinating link to a time when Concord set in brick a tradition of putting its best up front.

Although changes in intervening years have created some gaps in the steady rhythm of curved and pedimented windows and fanciful brick and wood cornices, enough remains today to form an enduring monument to the vitality of an era. Main Street holds fast as the anchor of Concord's identity.

(Reprinted by permission Concord Monitor)



Looking across Main Street from Warren Street intersection. Note "gay nineties" period street lamp, window awnings and store signs.

PERSONNEL

Administering the City's civil system is the responsibility of the Personnel Department; its activities include recruitment, examination and certification of eligible candidates for promotional and entry level positions. The department is also responsible for the administration of the classification and compensation plans for all positions in the classified service; revision of personal rules and regulations, and activities in the areas of collective bargaining, personnel research and survey analysis. (The administration of personnel and purchasing is consolidated under one department.)

Five new classified positions were added to the list of City jobs in 1977: Community Resources Supervisor, Community Resources Officer (2), Maintenance Aide II and Clerk Typist II. Three positions were reclassified in 1977: Sanitary Inspector & Licensing Officer from Labor Grade 10 to Labor Grade 14, Assistant Sanitary Inspector & Licensing Officer from Labor Grade 7 to Labor Grade 9, and Secretary I (Health) to Secretary II from Labor Grade 4 to Labor Grade 5. A complete classification and compensation study was completed by the U.S. Civil Service Commission at the City's request, beginning in June and submitted to the Council in November.

A total of 693 individual personnel actions were processed during the year: 54 new employees and 211 temporary employees were hired; 77 employees com-

pleted their probationary period and were given a permanent status. There were 163 resignations, 10 discharges, 1 disability and 1 service retirement; 13 employees were promoted, 32 granted leaves of absence and the remaining 131 actions were processed for other reasons such as suspensions, return from leaves of absence, transfers, etc. The Personnel Department received and processed 5 grievances and 3 appeals were heard before the Personnel Advisory Board.

One promotional examination for Police Supervisor was administered by the State of New Hampshire, Department of Personnel for the City. The Personnel Department conducted 7 competitive examinations: Police Officer, testing 104 candidates; Dispatcher-Police (2), testing 37 candidates; Dispatcher-Fire, testing 34 candidates; Meter Enforcement Officer, testing 16 candidates; Auxiliary Police Officer, testing 28 candidates, and Firefighter, testing 50 candidates.

Table 14
CITY EMPLOYMENT

	1977	1976
Number of Classified Positions	449	444
Number of Unclassified Positions	8	7
Total Positions	457	451

PURCHASING

This department is responsible for receiving and coordinating purchase of all materials, supplies, equipment and services over \$30.00. Purchasing is also responsible for supervising the City's Central Duplicating Division. (The administration of Purchasing and Personnel is consolidated under one department.)

The Purchasing Department processed a total of 7,939 purchase orders and field purchase orders during 1977 for construction, equipment, supplies and services for all City departments at a total value of \$3,773,798.29. Requests for bids were sent out for 85 items and formal requests for quotations were prepared and sent out for 174 items; 75 contracts and agreements were set up for common purchases by all departments and for items purchased on a yearly basis; 4,962 field purchase orders, at a dollar value of \$65,861.51, were used to purchase small items of less than a \$30.00 value, and 2,977 purchase orders, at a

dollar value of \$3,707,936.68, were processed for all other items valued at over \$30.00. A major part of the funds was spent on the following construction projects: Merrill Park Development, East Side Drive Storm Sewer, Bicentennial Square Construction, Heights Recreational Building, Construction of Public Toilets and Old Turnpike Road Sanitary Sewer Construction. The combined total cost for these projects was \$688,763.47. Motorized equipment spending for 1977 was \$66,078.25. The most costly item was a 32,000 GVW Cab & Chassis with Diesel Engine at a cost of \$19,500. The Purchasing Department spent approximately 170 hours expediting deliveries and issued 479 change orders on purchase orders. Revenue from the sale of surplus City property was realized in the amount of \$14,447.60. Items sold included motorized equipment, bicycles, office equipment, tires, scrap metal, batteries, etc.

Table 15
PURCHASING ACTIVITY

	1977	1976
Purchase Orders & Field P.O.		
Issued	7,939	7,448
Value of P.O. Issued	\$3,773,798.29	\$2,508,315.00
Number of Written Quotations		
Processed	174	299
Value of Surplus Sales	\$14,447.60	\$32,187.00

POLICE DEPARTMENT

Among the major goals which the Concord Police Department sought to achieve in 1977, strengthening the police-community relationship was most significant. The Concord Police Department has always been aware that the effectiveness of the Department's operation is dependent upon community input and cooperation. An effective law enforcement agency just cannot operate in a social vacuum which isolates community involvement. In response to this philosophy, the Concord Police Department initiated programs designed to strengthen a police-community relationship.

The Police Community Resources Unit saw its main tasks as the promotion of the Community's understanding of police operations and the encouragement of citizen-voiced views relative to law enforcement. These informational community sessions were considered quite helpful to the department in determining the priorities of the community. To further promote community awareness of police activities, the Police Community Resources Unit enlisted the services of a local community publication in publishing a column entitled "Ask Your Police", where current police issues are explained and perceived misconceptions cleared up.

The younger citizens of Concord, those of school age, were not overlooked as a viable group within the community. Members of the Unit went to the local schools and conducted classes on issues of law that are especially relevant to this age group. An atmosphere of trust and identification with law enforcement personnel and the various laws were the sought-after accomplishments of these meetings.

Additionally during the year the Police Community Resources Unit acted in the capacity of security consultants to businessmen and homeowners to advise them on security measures. This service was

regarded as a most necessary function: a secure premise is a most effective deterrent in reducing crime. 1977 was a busy year for the Concord Police Department. There were 24,674 calls for service answered. Of this number, 840 calls were to assist other departments. Officers assigned to the Juvenile Division handled 951 cases which were dispensed as follows: 668 handled within the department; 195 referred to Juvenile Court; 53 referred to Welfare; 30 referred to other police agencies; 5 referred to criminal or adult court. As Concord continues to both expand in population and to promote its business opportunities, there will be a subsequent increase in the volume of automobile traffic within the City. This fact is reflected by the increase in arrests for drunk driving, from 266 in 1976, to 280 in 1977. The total number of 1977 accidents includes: 769 incidents of property damage; 305 incidents of personal injury from 230 accidents of the total number recorded, with 5 fatalities. This last figure is especially unfortunate; the City of Concord had gone a total of 438 continuous days without an automobile related fatality.

There was a relatively low turnover of personnel in 1977 when compared to previous years. This lower figure may be attributed to the more rigid hiring guidelines now employed by this department.

Concord, New Hampshire is a growing, prosperous City. It has the distinction of existing as the State Capital and as the third largest City within the State. The Concord Police Department, realizing this dual nature of the City, is providing and will continue to provide professional law enforcement in the future. This responsibility will be achieved by careful evaluation of community needs, the selection of competent personnel and a strong feeling of community commitment on the part of all department personnel.

FIRE DEPARTMENT

The Department is composed of 110 employees in five divisions, with three stations with a total of 24 vehicles serving the four distinct intracity neighborhoods within Concord.

Fire loss, relative to dollar costs, continued at a low level. Fortunately no fire-related deaths were recorded during the year.

The bi-weekly column on the Department started in 1975 was continued through 1977. This, and well-publicized inspections of wood stove installations, enabled the Department to heighten community consciousness of fire safety, and to alert the public to the role they play in safeguarding their own protection.

The message load of the Dispatch Center continued to increase. The Department answered 2849

calls in 1977 and the Dispatch Center logged 118,583 radio messages.

Reconstruction of the Heights Fire Station continued in 1977. Completion was planned by the Spring of 1978, after delay due to contractor disputes. The 1971 ambulance was replaced and a Fire Prevention Bureau vehicle was also replaced.

A major change in training was funded by the City Council. This funding will enable the Department to offer Para Medic Services thus increasing the Department's ability to save lives. 11 firefighters are enrolled full time at the New Hampshire Technical Institute in Concord. They will graduate in June of 1978 with an Associate Degree in Para Medic Science.

BUILDING & INSPECTION

The Department is responsible for the issuance of building, plumbing, electrical, sign and housing permits. It also inspects existing housing, new construction, remodeling and land use for conformity with City codes.

The building activity in Concord increased all year and gives every indication that 1978 will be the biggest construction year in many years. The major housing construction activity in 1977 was in apartments, with single family homes, second and mobile homes, third. At the rate mobile homes are selling, available spaces in Concord will be filled by 1978.

The State is very active in constructing office buildings on Hazen Drive. This is leading to traffic congestion as there will soon be 3,000 vehicles parked off Hazen Drive. The State has also been very active in repairing buildings at the State Hospital. This work has been long overdue and will provide safer housing. The new Zoning Ordinance passed February 1, 1977. The housing inspection program continues with good results at the inspector level. The Contoocook River cleanup is essentially complete. To the best of our knowledge, all dwelling units that are occupied now have septic tanks and drainfields.

Table 16
BUILDING ACTIVITY

The estimated cost of construction	1977
Total valuation of New Work	\$6,190,205
Total valuation of Renovations	<u>\$2,616,796</u>
	\$8,807,001
Permits issued during 1977 were as follows:	
Building Permits	660
Plumbing Permits	381
Demolition	11
Sign Permits	158
Electrical Permits	617
Number of Yard Sale and/or Garage Sale Permits	
Issued	690
Single Family Dwellings Constructed	77 (\$2,193,027)
Conversions into apartment units	12
Zoning Board Appeals	96
Variances	36 Applications 19 Granted
Exceptions	30 Applications 26 Granted

RECREATION AND PARKS DEPARTMENT

The Concord Recreation and Parks Department is responsible for the maintenance and care of more than 1,000 acres of parks and roadside areas, including: Beaver Meadow Golf Course; Memorial Athletic Field; White, Rollins and Merrill Parks; Heights, Garrison, Kimball, Fletcher-Murphy, West Street, Doyen, Thompson and Hall Street (Reed) Playgrounds; West Street Ward House; East Concord Community Center, West Concord Community Center, Concord Community Center; two wading and seven swimming pools; White Park skating pond and hockey rink, and eight other neighborhood rinks. The Community Center is open for full-time use from October 1st until May 1st. The building is also for special functions by various organizations. The first full year of operation at Memorial Field boasted attendance figures of more than 100,000 users. Many City and State athletic events were held. The department's municipal golf course, Beaver Meadow, saw a record number of rounds with the course in excellent condition. The course was also the site of the State Women's Amateur Tournament and the Men's Amateur Tournament.

ACTIVITIES

Two full-time supervisors are responsible for overseeing all recreational seasonal activities conducted. The department solicits advice and assistance from the Recreation and Park Advisory Council and more than 100 part-time and volunteer leaders in fulfilling the Department's objectives. The department retains the services of 35 college students to assist in the summer program.

Attendance: Playgrounds 34,196
Pools 63,207

CHILDREN AND YOUTH PROGRAMS

Include: Two playgrounds for children ages 3 and 4, neighborhood square dances, figure-skating classes, ski lessons (White Park and Pat's Peak Ski School), ski bus trips, hockey, midget football, tennis lessons, basketball, indoor activities at centers, handicapped-children's swimming and play sessions, and teen dances. Nine classes are held in a variety of Arts and Crafts.

ADULT PROGRAMS

Include: Women's Fitness, bowling, golf lessons, industrial basketball, men's and women's softball and basketball, badminton, Senior Citizens, art classes, Yoga and Judo.

SUMMER PLAYGROUND AND POOLS

Host a Number of Activities: A 10-week comprehensive program was conducted at 12 playgrounds and 7 pools. Events included athletics, arts and crafts, dancing, storytelling, swimming instructions, tennis and golf lessons, trips, Peanut Carnival and special events.

YEAR-ROUND SPECIAL EVENTS

Include: Winter Carnival, Ski-Skate Exchange, Easter Egg Hunt, Elk's Field Day, Jr. Track Meet, Sidewalk Art Exhibit, Rotary Swim Meet, Summer Band Concerts, July 4th Fireworks, Summer Baseball League, Sunset Club Trips, Red Sox Baseball Trip, Bear Brook and Hampton Beach Teen Bus Trips.

LIBRARY

The Concord Public Library system consists of two facilities, the main library on Green Street and the Penacook branch, open for nine hours a week, on the square in the former police station. A twenty-nine foot bookmobile, with a capacity of 4,000 books, expands the library's circulation throughout the city and offers added convenience to readers of all ages.

The Library's collection expanded to 153,937 volumes in 1977 (147,991 — 1976). The audio collection also expanded to 7,100 recordings (6,500 — 1976) and 168 cassettes (101 — 1976). Year end figures for other materials were 432 prints and 42 sculptures.

Besides organizing and lending materials, the library also provided other services to the community including film programs, exhibits, book talks, story hours, reading programs, book displays, library instruction and tours, and reference and reader's advisor assistance. Over 250 children in all service areas participated in the summer reading club. Reference and informational inquiries were made via telephone, mail, and in person and were too numerous to count.

HIGHLIGHTS

Supplementing our activities calendar were a variety of programs conducted under the auspices of the Friends of the Library. In addition to sponsoring four movies for foreign film fans, a new series of author-book talks entitled "Looks Behind Books" was initiated. Concord citizens were given the opportunity to attend a series of informal talks and readings by fantasy novelist Joyce Gregorian, poet Donald Hall, and hiker and writer Daniel Ford. To raise funds for future endeavors, the Friends organized a holiday print and poster sale which was held in the library auditorium.

Unquestionably, the highlight of the year was the DaVinci display on loan from I.B.M. during July and August. While summer temperatures hovered in the high nineties, the staff was busy assembling this exhibit which had been anticipated for almost three years. On view were models built from Leonardo DaVinci's scientific and technical drawings consisting of eleven table displays, many of which were operational, and two hanging models. This touring

exhibition attracted a steady stream of people who were intrigued by the accomplishments of the Renaissance genius.

It is difficult to pinpoint the highlight of activity in the Children's and Young People's Room since the rooms seemed to be productive all year. Circulation for the year shifted upward to 90,866. The Summer Reading Club, which attracted a record number of youngsters, was based on the theme "Don't let summer drag on, join the Library's Dragon Train for a

round-up of fun and adventure." Some club members joined in a creative activity series involving puppetry, creative dramatics and storytelling.

Serving people of all ages was the Bookmobile which provided sidewalk service at schools, retirement complexes, and community sites. 41,570 books and other materials were loaned from this unit during 1977. The overall circulation count for all service areas was 245,565. This material was distributed to 23,147 registered borrowers.

WELFARE

The City Welfare Department consists of two offices, one at City Hall and another in Penacook which is open on a part-time basis. Our purpose is to provide emergency, temporary assistance to needy persons who meet the eligibility requirements as set forth in the Welfare Assistance Guidelines adopted in November, 1976. Payment for basic necessities such as rent and food are made through a voucher system directly to the vendor after the application has been approved and the client is accepted as being eligible.

In 1977, the Concord Office provided assistance to a total of 223 cases (256 — 1976), involving 462 persons (502 — 1976) at a cost of \$17,144 (\$21,612.96 — 1976). In addition, we provided support for nine children placed either in group homes or in foster care at a cost of \$13,498, making a total expenditure of \$30,642. The Penacook Office expended \$2,335 (\$1,356.97 — 1976) involving 81 persons (86 — 1976) with an additional \$170 spent on the support of one child.

The local share of the State operated programs, including Old Age Assistance, Aid to the Permanently and Totally Disabled and Nursing Home Care, cost

the City \$94,581 in 1977 (\$60,459.04 — 1976). The Penacook Office spent \$11,925 for these programs (\$7,047.23 — 1976). With the passage of RSA 167:18-c and the revision of RSA 164-A:5, the local municipalities now can transfer clients, who fall into OAA and APTD categories, to the County after providing 365 days of assistance. This law will have an impact on the number of clients we have in the future and eventually will reduce the annual caseload.

During 1977, 20 people participated in the work program and contributed a total of 734 hours of labor at various departments within the City. A total of \$8,388.65 was returned to the City as a result of reimbursements. This sum consisted primarily of repayments from Old Age Assistance and recovery from liens. Through the combined efforts of the City-wide Christmas project, several smaller organizations and some private individuals, a total of 23 families referred by the City Welfare Department received Christmas food baskets and/or gifts. It was very rewarding to see the overwhelming generosity and kindness shown by so many people.

PUBLIC WORKS

The very nature of any Public Works Department is to perform various and sundry activities as required in the normal context of the day by day operation of a city government.

The duties themselves cover a wide spectrum, varying in difficulty, scope and cost. They may range in variety from the removal of snow from the city's 200 plus miles of roadways to the removal of a terrified kitten from a tree at the request of its distraught owner. This results in the familiar phrase, used when one is in doubt of what agency can accomplish a particular task: "call public works".

In order to accomplish these varied tasks, the department is divided into six operating divisions. Listed below is a summary of the past year's activities for each of these divisions.

ENGINEERING

During 1977, the division was busy with the usual procedures connected with the various records which it maintains. For example, the property maps were brought up to date by adding new lots and buildings as well as new streets. The floodplain zoning maps were extended to include all of the Merrimack River. New streets were bounded and official layouts were made.

Over and above the routine work, the division worked on a variety of new or continuing projects. Surveys were made and designs drawn for proposed streets such as Regional Drive, Chenell Drive, a widening of Centre Street between Green and North State Streets, and Broad Cove Drive reconstruction. A plan was drawn for a relocation of a portion of the proposed Northwest Bypass near Concord Hospital. Sanitary sewers were designed for Manchester Street, Old Turnpike Road, Elm Street and South Main Street in Penacook. Substantial work was done in both the office and the field to assist the city's consulting engineer with the complexities of the existing sewerage system. This will result in the design of a separated storm sewer system. A storm sewer was designed for Borough Road in Penacook, as well as another for East Side Drive near West Sugar Ball Road. The latter was built during 1977 under division supervision. The division also supervised the construction of the sanitary sewer in Old Turnpike Road, repairs to Sewalls Falls Bridge and the construction of Bicentennial Square.

Plans were prepared for the installation of hazard beacons for the airport and for pavement rehabilitation of the airport parking apron. The division reviewed plans for some major developments such as the Fort Eddy Shopping Center, Concord Glen, a large scale development off Sylvester Street in West Concord and various subdivisions throughout the city. The official maps were prepared to accompany the new zoning ordinance and detail maps were drafted to show the relationship of the zone lines to individual property lines.

CEMETERY

The division, in its operation of the city's thirteen publicly owned cemeteries, recorded a total of 321 burials, (337 — 1976) including 27 cremations. There were 75 new lots and trusts sold as well as 9 perpetual care lots and 10 flower trusts placed on existing lots.

New blocks of lots were started in Blossom Hill and Calvary and work was continued on those at the Soucook Cemetery. Those blocks at Blossom Hill and Soucook are approximately three-fourths completed and the block at Calvary was put into use during 1977.

The cemeteries continued to be the victims of vandalism. Monuments were tipped from the bases, some broken, in Old North and Blossom Hill. Flowers and shrubs were stolen from other locations.

During 1977, the interior rehabilitation of the Chapel at Blossom Hill was completed and subsequently used for a majority of committal services during the winter. As a result many people commented on the Chapel's beauty and convenience.

HIGHWAY

During this year's winter months highway maintenance forces plowed city streets, a total of 27 complete cycles; plowed sidewalks, a total of 12 cycles; and plowed the Airport 12 times. The city's crews picked up and hauled approximately 100,000 cubic yards of snow from the downtown area and snow congested streets and parking lost throughout the city. This amount of snow would fill the Douglas N. Everett Arena three times.

During the spring and fall cleanup operations, the city crews removed over 28,000 cubic yards of debris placed curb side by city residents. Spring cleanup was particularly excessive due to a late snow storm, wet snow and ice, which resulted in considerable damage to trees and the like; therefore, more debris.

Summer maintenance included the "routine" projects such as the sealing and sanding of certain streets, construction of new sidewalks, installation of granite curbing, and the general maintenance of the city's roadways and adjacent areas.

Tree care included: 256 dead or diseased trees removed, 176 trees pruned, and 203 new trees planted this year.

REFUSE

The Refuse Division accumulated over 46,500 vehicular miles in the collection and disposal of solid wastes. This procedure totaled over 75,000 cubic yards of waste. Sand and earth used as covering at the landfill amounted to over 40,000 cubic yards totaling in excess of 110,000 cubic yards of materials in the city's landfill area, again enough to fill the Everett Arena three times.

The landfill continued its operation on a regional basis including Bow, Allentown, Pembroke and Dunbarton in a fare-share cost agreement.

The city continued its recycling program for glass, cans, scrap metal and wood at the landfill. A pilot curb side program was also initiated, but was reduced to paper pickup only, after reviewing its public participation and economic benefits.

GARAGE AND STORES

The Garage Division performed more than 75 major and 2,300 minor repairs upon its fleet. New equipment delivered this year included 2 American Motors Hornets, 3 G.M.C. pickups, 1 International refuse packer and 2 Ford dump trucks.

Painting activities involved 27 vehicles, plow equipment and dumpsters. Building repairs and maintenance were provided to all city buildings.

AIRPORT

The City of Concord owns the 652 acre Concord Municipal Airport which consists of three runways with a central Airport Flight Service Station. The airport is equipped for instrument landings.

During 1977 there was a ten percent increase in landing and take-off activity. Pilot instructions are given regularly throughout the year, but examinations have been changed from a daily routine to once

WASTEWATER

The major development continued to be the further refinement of the treatment process at the Penacook facility, a process that treats 640 million gallons of raw sewage from the Penacook-Boscawen area. Problems in this area have centered around mechanical failure for the most part.

Collection and maintenance operations continued as usual with regards to the subsurface sanitary and storm water systems including: the repair to over 100 sanitary plugs, laying of 32 new house connections, and the cleaning of over 3,400 lineal feet of sanitary mains.

Work also continued in cooperation with the city's consultants on the final design for the proposed new Wastewater Treatment Plant on Hall Street, and its attendant interceptor and separation projects.

a week. Five hundred pilot exams were given last year.

The second annual Fly-In and Open House was held in October 1977. The Chamber of Commerce and the New Hampshire National Guard joined to organize and present many airport oriented activities of public interest. It was reported that over five thousand attended the 1978 Fly-In which was scheduled for June.

WATERWORKS

The Department is responsible for the provision of potable water for consumption and fire protection. There are now 127.5 miles of pipe in the City distribution system, up 1.2 miles since last year. The Department maintains 2,018 valves (2,005 — 1976), 898 hydrants (896 — 1976), 6,827 services (6,775 — 1976) and 6,656 meters (6,608 — 1976). Water consumption in 1977 amounted to 1,569,600,000 gallons. This represents an average daily consumption of 4.3 million gallons. Of the total amount used 289,110,000 gallons were supplied by the Pembroke well field. Three and eight-tenths acres of land on the easterly side of the well field property were purchased to eliminate possible future contamination of one of the wells.

Due to the low level of Penacook Lake during the summer and early fall months, the annual flushing of the system was not done; however, about 9,500 feet of 6" mains in Penacook were cleaned. Final precipitation for the year did restore the Lake's level to 182.70 feet, with a total of 41.64" precipitation as compared to the thirty year average of 36.17" established by the U.S. Weather Bureau (32.51" — 1976).

1977 HIGHLIGHTS

January was the coldest January since the National Weather Service started keeping records in 1871 with an average temperature of 10.6°F. This was 10° below normal. Due to the severity of the weather, frost penetrated to depths of 4' to 6' in the roadways depending upon soil conditions. Forty-two service connections and eighteen hydrants had to be thawed out.

In March it was necessary to sand bag around the pumping station at the Pembroke well field due to the

high elevation of the water in the Soucook River which overran its banks.

Grading and seeding, outside the ringwall that supports the cover at the Penacook Street reservoir was completed by Water Works personnel.

Water Works employees cleaned approximately 9,500' of 6" mains in West Main Street, Borough Road, Fowler Street, Electric Avenue and Washington Street, between Fowler Street and River Road. The cleaning of these mains more than doubled the flow. A discolored water problem experienced after cleaning was counteracted by injecting zinc Hexa-meta phosphate at a rate of .28 ppm into the water supplying the Penacook area.

The Department acquired a parcel of land (3.8 acres) adjacent to and on the easterly side of our Pembroke pumping station and well field property. The land was purchased from the Concord Lumber Co. (for \$1,000) in order to protect one of the wells in the well field from possible future contamination.

A new 1/2 ton GMC pick-up truck and a Ford van were acquired to replace two old vehicles that were disposed of at public auction.

Safety committees were organized at No. State Street and at the filtration plant and an effort is being made to eliminate safety hazards around the Department's grounds and buildings and to develop safe working habits of the employees.

Several Senior High School students studying City Government spent one day each at the Water Works learning about the operation of the Department.

The Department, with Mr. Robert N. Gillis as Director, had a work force of 45 permanent employees during the year.

WHERE TO CALL

EMERGENCY

MEDICAL 225-3355 (Fire Rescue)
Fire 225-3355 (Other . . . 224-2545)
Police 225-2706 (Other . . . 228-0596)

CITY DIRECTORY

City Manager — John E. Henchey, 224-2391
Assistant City Manager — Thomas F. Dwyer, 224-2391
Assessor — John H. Ambrose, 224-0241
Chief Building Inspector — Frank A. Morono, 224-2397
Cemetery Superintendent — Donald Wood, 225-3911
City Clerk — Marjorie B. Foote, 224-0591
City Prosecutor — Samuel A. Alter, Jr., 224-3383
City Solicitor — Paul Cavanaugh, 224-3383
Civil Defense Director — Richard D. Brodeur, 224-4342
Code Enforcement Administrator — Howard E. Raymond, 224-2397
Economic Development Director — W. Dwight Barrell, 224-9937
Engineer, City — Richard K. Perkins, 224-1955
Finance Director — Verne F. Santas, Jr., 225-2775
Fire Chief — Clayton A. Higgins, Jr., 224-2545
Health Officer — William W. Frost, Jr., M.D., 224-0521
Library Director — Lois R. Markey, 224-2397
Personnel & Purchasing Director — Joseph Musumeci, 224-2395
Planning Director — Randall P. Raymond, 224-1955
Police Chief — David G. Walchak, 228-0596
Public Works Superintendent — Ronald H. Ford, 224-1955
Recreation & Parks Director — John W. Keach, 224-0951

Sanitary Inspector & License Officer — George A. Hill, 224-0521
Tax Collector — George M. West, 224-4261
Treasurer — Violette P. Constant, 225-2775
Water Works Director — Robert W. Gillis, 225-5574
Welfare Director — Patricia F. Kelley, 224-1091

Mayor — Martin L. Gross
Mayor Pro Tem — Richard A. Croak
Councilmen-at-large — C. David Coeyman
 Richard A. Croak
 Robert N. Ehrenberg
 Kenneth L. McDonnell
 Rodney E. Tenney
 Barbara J. Underwood
 John F. Upton
Ward Councilmen — (1) Steven A. Stefanides
 (2) Grace M. Walker
 (3) Robert E.K. Morrill
 (4) Peter J. Cotch
 (5) Martin L. Gross
 (6) Barbara E. Henderson
 (7) Lawrence J. Sullivan, Jr.
 (8) Gerald R. Smith

The Council meets on the second Monday of each month at 7 p.m. in the Council Chamber at City Hall on Green St.

